



**STATE OF HAWAII
BOARD OF EDUCATION**
P.O. BOX 2360
HONOLULU, HAWAII 96804

March 21, 2017

TO: Board of Education

FROM: Lance A. Mizumoto
Chairperson, Superintendent Search Investigative Committee

AGENDA ITEM: Investigative Committee (a permitted interaction group pursuant to Hawaii Revised Statutes, Section 92-2.5(b)(1)) investigating the Superintendent search: status report

I. BACKGROUND

At its December 6, 2016 general business meeting, the Board of Education ("Board") was presented with the report of the investigative committee that was tasked with, among other things, investigating issues relating to a search for a Superintendent ("Search Process Committee"). At its December 20, 2016 general business meeting, the Board adopted the findings and recommendations in the Search Process Committee's report, including the general search process and timeline and the establishment of an investigative committee to conduct the search ("Search Committee"). The Board appointed me and Board Members Pat Bergin and Kenneth Uemura as members of the Search Committee, with myself serving as chair.

The process proposed by the Search Process Committee and adopted by the Board includes an advisory group made up of individuals representing a number of stakeholder groups intended to advise the Search Committee regarding its recommendation of final candidates to the Board. The same proposed process also includes contracting a search firm funded by a grant from donors. The search firm, under contract and direction from the Board through the Search Committee, conducts a local and national search for candidates for the position of Superintendent and provides other supports in the search process.

II. STATUS REPORT

At the Board's January 10, 2017 general business meeting, the Search Committee reported that it submitted a grant application to the Harold K.L. Castle Foundation ("Castle Foundation") to hire a search firm. Subsequently, the Castle Foundation awarded the Board a \$50,500 grant to hire Ray & Associates, a firm specializing in educational executive searches.

At the Board's January 10, 2017 meeting, the Search Committee also reported that it confirmed that the following individuals would represent the corresponding stakeholder groups on the advisory group:

- Parents: Elizabeth "Liz" Sager, Hawaii State PTSA Vice President of Leadership
- Teachers: Sung Man Park, Washington Middle School teacher;
- School administrators: Bruce Naguwa, Kapolei Middle School principal;
- Community and nonprofits: Cheri Nakamura, Hui for Excellence in Education director;
- Hawaiian education: Cheryl Ka'uhane Lupenui, the leader project founder;
- Charter education: Dr. Meahilahila Kelling, Ke Kula 'o Samuel M. Kamakau LPCS director;
- Early education: Dr. Robert "Bob" Peters, Early Learning Advisory Board Chair;
- Higher education: Dr. David Lassner, University of Hawaii President;
- Military: Dr. Kathleen Berg (Brigadier General, retired), Interstate Compact on Educational Opportunity for Military Children Hawaii State Council State Commissioner;
- Business: Barry Taniguchi, KTA Super Stores Chairman and CEO;
- English Learners: Dr. Patricia Halagao, University of Hawaii College of Education; and
- Special education: Susan Rocco, Special Education Advisory Council of Hawaii.

On February 16, 2017, the Search Committee met with members of the advisory group to discuss the advisory group's role and any comments or concerns regarding the search process. The advisory group has been asked to provide open and honest feedback to the Search Committee as representatives of a wide range of stakeholders. The advisory group will also provide the Search Committee with feedback on the first round of candidates that will help it narrow the field to no more than three candidates.

On February 6, 2017, the Board released a survey to gather feedback from the public on the most important characteristics for a Superintendent. The survey closed on February 27, 2017 with over 1,500 responses. Between February 20 and 22, 2017, the search firm interviewed Board members (individually) and the advisory group (as a whole) regarding the Superintendent characteristics and job description. Based on the survey data and interviews, the search firm developed recommendations to the Board on the characteristics and job description. At its March 7, 2017 general business meeting, the Board adopted the job description (attached as **Exhibit A**) and characteristics (attached as **Exhibit B**).

On March 6, 2017, Board Member Darrel Galera announced his resignation from the Board and his intent to apply for the Superintendent position. On March 7, 2017, the Search Committee released a statement reassuring the public that it is committed to an open and transparent search process.¹ However, on March 9, 2017, the Castle Foundation suspended the grant funds awarded to the Board because of "deep concerns that one candidate may have an unfair advantage over other applicants." The information on how to apply for the Superintendent position was scheduled to be posted on March 10, 2017, but

¹ The March 7, 2017 press release is available here: <http://boe.hawaii.gov/Documents/2017-03-07%20News%20Release%20re%20Superintendent%20Search.pdf>.

the Search Committee decided to delay the posting while it evaluated the situation. On March 13, 2017, former Board Member Galera announced that he was withdrawing his intent to apply for the Superintendent position. The Castle Foundation notified the Search Committee that it would reinstate the grant and the Search Committee released a statement informing the public that the search process was resuming and that the application information would be posted on March 14, 2017.²

On March 14, 2017, the search firm posted the Superintendent position opening and application on its website here: <http://rayassoc.com/job-details.php?ID=371>. A link to the search firm's website is also located on the Board's website. The Department of Education also has link on its homepage to a Superintendent search page linking to the application.³ In addition, the search firm is advertising the position in several local and national publications. The deadline for the submittal of all application material is April 6, 2017.

III. NEXT STEPS

After the application deadline passes, the search firm will screen applicants using the characteristics and job description and provide the Search Committee and advisory group with no more than 10 candidates for interview. The Search Committee will conduct the interviews of candidates, and the advisory group will evaluate candidates using recordings of the interviews.

In addition to the advisory group, a few other stakeholder groups will be involved in the search process: students, public employee unions, and lawmakers. However, unlike the advisory group—which is involved earlier in the process—these other groups will provide feedback to the Search Committee on candidates for Superintendent at later stages. Representatives from three student groups—the Hawaii State Student Council, the Center for Tomorrow's Leaders, and Ke'ea Hawai'i (the charter school student council)—will provide feedback on candidates using recordings of the interviews (similar to the advisory group).

At the Board's April 26, 2017 general business meeting, the Search Committee will present the final candidates (no more than three candidates) in a report to the Board. After the announcement of the final candidates, key legislators and unions—chiefly the Hawaii State Teachers Association ("HSTA") and the Hawaii Government Employees Association ("HGEA")—will be given the opportunity to provide feedback on the final candidates.

The full Board will interview the final candidates on May 11, 2017. However, the Board will not announce the finalist until the finalist has signed a contract.

Communications and updates will continue to be posted on the Board's website (www.boe.hawaii.gov) throughout this process.

² The March 13, 2017 press release is available here: <http://boe.hawaii.gov/Documents/2017-03-13%20News%20Release%20re%20Superintendent%20Search.pdf>.

³ The Superintendent search page is located on the Department of Education's website here: <http://www.hawaiipublicschools.org/ConnectWithUs/Employment/Pages/Supt-Search.aspx>.

Exhibit A

Superintendent Job Description

State of Hawaii Department of Education
POSITION DESCRIPTION - SUPERINTENDENT

Position Summary

The Superintendent of the State of Hawaii's Department of Education ("Department") serves as the chief executive officer of the statewide public school system, with responsibility for both the State Education Agency ("SEA") and Local Education Agency ("LEA") roles for 256 schools (15 complex areas) on six islands, over 175,000 students, approximately 22,300 permanent employees, and approximately 13,500 casual hires and substitute employees, and an annual operating budget in excess of \$1.9 billion. Reporting to the State Board of Education ("Board"), the Superintendent is accountable for achieving the Department's goals as set out in the Department and Board's joint strategic plan.

Position Qualifications and Competencies

Education. Master's degree from an accredited college or university in education, business, or public administration, or a closely related field. Alternatives to these education qualifications may be allowed as the Board may find appropriate and acceptable.

Experience. Minimum of 5 years in progressively increasing leadership roles in public or business administration working with multi-year strategic planning and budgeting. At least five years shall have been in an executive capacity leading a diverse senior team in a large multi-geographic organization, and at least three shall have been in an educational environment.

Competencies.

- Demonstrated success in collaboratively building, nurturing, and sustaining an organizational culture which supports a school system that serves all students and educational equity, develops a climate that fosters innovative continuous improvement, and promotes collaboration, trust, and high expectations.
- Understanding of complex organizations and how to produce successful change management efforts and educational reform.
- Deep understanding of Hawaii's culture and values and demonstrated ability to incorporate them into leadership decisions, actions, and style.
- Ability to effectively communicate to diverse audiences to achieve desired results and practices strong two-way communication skills.
- Demonstrated ability to advocate for and effectively represent the Department's position on legislative initiatives and work effectively with state and federal political leaders and public officials.
- Understands and responds appropriately to news media.

Primary Responsibilities

- Works with the governor, Board, and key stakeholders to ensure the efforts of the Department are aligned with the goals of the joint strategic plan.
- Formulates, prioritizes, and deploys appropriate strategies, change efforts, action plans, and key performance indicators to achieve the goals of the joint strategic plan; regularly

communicates and reports on the progress of the goals of the joint strategic plan to the Board and other key stakeholders.

- Attracts, leads, builds, and retains a strong leadership team which drives achievement of the goals of the joint strategic plan.
- Defines the State accountability system and selects and administers statewide assessments aligned with State standards. Ensures data systems for the inputs and outputs of the education system support a focus on achievement, equity, and progress, and are broadly available.
- Champions the importance and execution of a diverse, equitable, and inclusive environment in schools.
- Oversees the administration of state and federal funds and programs; ensures allocation of funds, programs and resources align with joint strategic plan and direction from the Board. Ensures the preparation, transparency, and fiscal management of the Department's budget and advocates funding to achieve the vision and goals of the joint strategic plan.
- Promotes standards and statewide programs that continuously incent and improve teacher quality.
- Develops and maintains working relationships with key stakeholder groups, related state agencies (such as the Department of Health and Department of Human Services), federal agencies, state and federal political leaders and other public officials, and serves as the primary contact for such individuals and agencies.
- Cultivates and maintains learning relationships with national education leaders, evaluates new strategies and innovations, and implements best practices and necessary system changes.
- Ensures the Department has processes and systems in place for the internal organization, operation, and management of the public school system, including a proactive 2-way communication plan and process, which address both internal and external stakeholders, as well as safety, disaster recovery, and business continuity plans to effectively respond to emergency situations.
- Ensures compliance with all applicable state and federal laws, including those that recognize both of Hawaii's official languages, and any Board, state, and federal policy and regulations governing education.
- Serves as Department's Chief Procurement Officer and ensures appropriate financial controls are in place.
- Approves the appointment of all Educational Officers, hires and seeks Board approval for all Department executives, makes final decisions on actions where serious disciplinary action is contemplated for an employee, and engages in labor negotiations.
- Exercises administrative oversight of attached agencies.

Exhibit B

Superintendent Characteristics

Hawaii Department of Education Seeks A Superintendent Who...

- Inspires teamwork (building trust and empowering others to achieve a common purpose).
- Encourages innovation and visionary risk-taking to develop new educational opportunities and uses and encourages creative problem solving to overcome challenges.
- Understands and can effectively implement change management in large, complex organizations and has the ability to foster a culture that generates genuine enthusiasm for positive and meaningful change.
- Is a transformational leader with a record of motivating employees to exceed expectations.
- Understands or demonstrates the ability to become familiar with Hawaii's people, culture, history, environment, geography, and politics.
- Is able to attract, identify, build, and retain a strong leadership team that is capable of advancing the Board and Department's educational vision.
- Has knowledge of research and best practice in the area of educational data and accountability systems, including knowledge of how such systems can support student achievement and equity.
- Embraces and demonstrates a strong commitment to make all decisions based on what is best for our students.
- Is able to develop, improve, and communicate strategic goals, objectives, and a vision of high quality public education.
- Is able to demonstrate openness and transparency and communicate effectively with diverse audiences to achieve desired results.
- Demonstrates a deep commitment to helping all students maximize their potential.